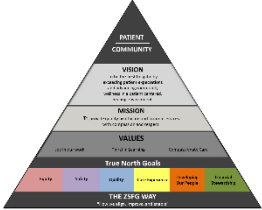


# Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on January 24, 2023

ZSFG Executive Team Report

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# SAFETY

## 1. COVID-19 Returning Safely Together

San Francisco, similar to the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing these policies and practices:

### *Winter Surge*

Throughout December, ZSFG underwent a winter surge due to an early and aggressive flu season, respiratory syncytial virus (RSV), and increasing COVID-19 cases on top of our regular patient volume and difficulty finding lower levels of care for patient discharge. Through this record-breaking volume, ZSFG prioritized the health and safety of our patients, while also taking actions to support staff. The details of our response are as follows:

- H58, our surge med-surg unit, opened and operated at full capacity with 12 to 15 patients;
- H48, our surge ICU unit, opened frequently to ensure patients received critical care quickly;
- The PACU kept more patients following surgery, and was readily available for ICU expansion;
- ZSFG hired nurses through registry staff, and added two additional inpatient teams in order to keep our patients safe and meet state-mandated nursing ratios;
- Elective come-and-stay surgeries/procedures were limited;
- Inpatient teams planned discharges earlier and aimed to discharge patients by 2 p.m. when able;
- 4A accepted patients by 3p.m. and as quickly as possible;
- Holiday gatherings with shared food were limited in order to minimize the spread of respiratory viruses among our staff and guidance around masking and gathering were consistently updated;
- The hospital flow committee, which consists of leaders from all ZSFG operational areas, met weekly to review data, discuss countermeasures and problem solve current flow challenges;
- ZSFG worked with the SF Health Network and DPH to increase the capacity of discharge resources;
- A ZSFG lower level of care team was dedicated to discharging our most complicated patients and worked with our Behavioral Health Services colleagues to ensure our patients had timely access to all available resources;
- ZSFG worked closely with our local regulatory agency, the Emergency Medical Services Agency, to balance keeping the Emergency Department open while managing critical volumes in the ED and the hospital; and
- Staff were asked to maintain healthy behaviors such as obtaining their flu shots and COVID boosters, washing their hands often, masking on campus, and staying home when sick.

Many thanks to all staff for their incredible teamwork and collaboration through the winter surge!

# SAFETY

## 2. SAFE System Go Live

On Wednesday, January 4<sup>th</sup>, ZSFG went live with the implementation of the SAFE system, which stands for Safety and Feedback Events. This new system replaces the Unusual Occurrence systems at ZSFG, Ambulatory Care, and Jail Health Services. This is a monumental milestone for the entire Department of Public Health as we can now better identify and measure improvements in quality, safety, and patient experience. In addition, the new system was designed with equity and bias fields, further advancing our mission to improve safety and reduce healthcare disparities for our patients.

Over the past year, the ZSFG Department of Risk Management and Information Technology teams worked tirelessly to make these improvements to advance how the hospital can monitor and track safety. The teams met with key groups across departments to build an advanced software system that serves the needs of both our staff and patients. This project represents a culmination of perseverance, planning, preparation, and hard work, ultimately resulting in an added resource in our ongoing efforts to improve equity and safety.

Our deepest gratitude to the Risk Management and IT teams for all their work in making these necessary improvements and ensuring staff had a smooth transition to the new system.

## CARE EXPERIENCE

### 3. Palliative Care Team Returns

In mid-November our Palliative Care services returned to ZSFG under the expert and compassionate leadership of Dr. Sandra Moody, our new Palliative Director. The service now offers consults to patients and their families and loved ones in both the ICU and our medical-surgical units.

Palliative Care is a critical resource at ZSFG for any patient living with a serious illness at any stage. The ZSFG Palliative Care Service provides whole person care that relieves suffering and promotes wellbeing. Our Palliative Care Team meets patients where they are in order to see, hear and honor them. Palliative care embodies both the art of medicine and the science of medicine; it is the intersection of the physical, spiritual, psychological, and social wellbeing.

In addition to improving our patients' quality of life and helping with symptoms, palliative care can help patients understand their choices for medical treatment by helping to relieve pain and other distressing symptoms while incorporating psychological, spiritual, and emotional care.

Our interdisciplinary palliative care team provides person-centered care that is equitable and of the highest quality. They provide a listening ear, emotional and spiritual support, and responsiveness to concerns. By its nature, it is a collaborative specialty and aims to provide a healing and safe environment for patients during one of the most vulnerable periods of a person's life, in collaboration with primary care teams. The service also supports the staff who carry out the patient's medical care by advising about the overall approach to medical care, including making recommendations to start or stop specific medications that can improve or detract from the patient's quality of life.

Many thanks to the entire team, which includes physicians, nurse practitioners, social and behavioral health specialists, and our spiritual care team (pictured below).

 <p><b>Sandra Moody MD, BSN</b> Director</p>	 <p><b>Natasha Curry MA, ACHPN</b> Nurse Practitioner</p>	 <p><b>Diane Tam LCSW</b> Social Worker</p>	 <p><b>Claire Bohman M.Div., BCC</b> Chaplain</p>
 <p><b>Trudy Singzon MD, MPH</b> Associate Director</p>	 <p><b>Jack Chase MD</b> Physician</p>	 <p><b>Leslie Meneweather MA, AMFT</b> Behavioral Health Clinician</p>	 <p><b>Carl Magruder M.Div., APBCC</b> Chaplain</p>
<b>Physicians and Nurse Practitioner</b>		<b>Social and Behavioral Health</b>	<b>Spiritual Care</b>

## DEVELOPING OUR PEOPLE

### 4. ZSFG Holiday Celebrations

ZSFG celebrated this past holiday season in many incredible ways!

The lobby held beautiful Christmas tree and the mezzanine displayed Kwanzaa and Hanukkah décor (below). Additionally, the Maternal and Child Ward hosted a Gingerbread Decoration Contest. The winning houses were displayed in Building 25, Mezzanine area (below). Congratulations to the winners: Best Overall Gingerbread House - H24 NICU, Most Delicious Gingerbread House - H26 Pediatrics, Most Humorous House - H22/25 Birth Center, and Most Unusual House - H22/25 Birth Center.



Further, the Annual Dudley Perkins Toy Run returned this year! San Francisco Harley-Davidson riders delivered toys for ZSFG's pediatric patients from 10:30 a.m. to 11 a.m. on Saturday, December 10<sup>th</sup>. The Toy Run began 38 years ago by Thomas Perkins who was brought to ZSFG after an accident. Never forgetting the care he received, he organized a ride to ZSFG with toy donations in tow. Since his passing, the legacy continues with the annual toy run. San Francisco Harley-Davidson is grateful to first responders and doctors who save the lives of those they love out on the road.

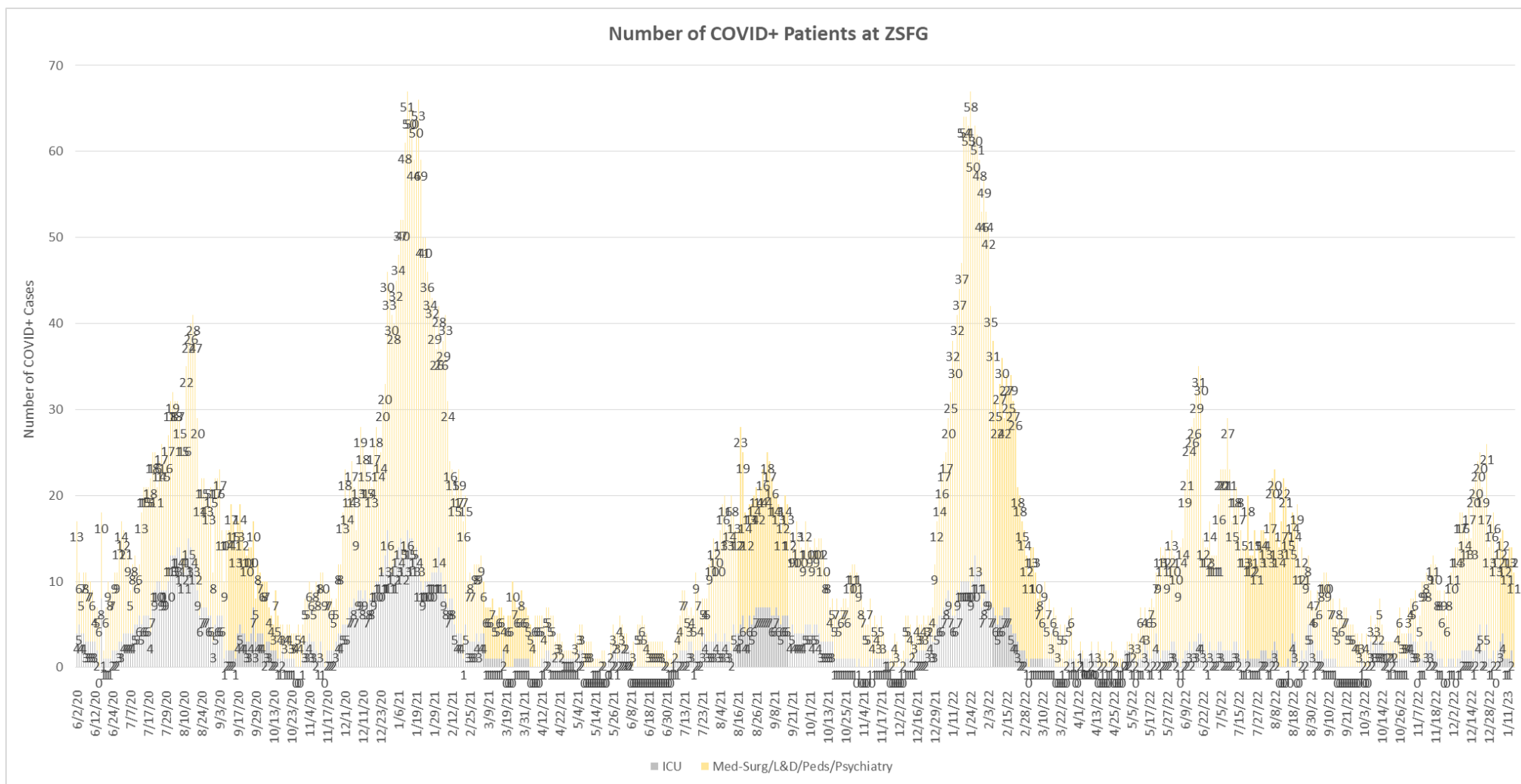


DECEMBER 2022 Random Acts of KINDNESS						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
27	28	29	30	1	2	3
				Hold the door for someone	Donate to the local food bank	Support a small business
4	5	6	7	8	9	10
Leave a generous tip at a local restaurant	Donate a gift to a family in need	Pick up a piece of trash around the hospital	Wellbeing Wednesday Drop by - ZSFG Wellness Center for a surprise in person class from 12 - 1pm Leave change for the next person at a vending machine	Donate a clean, gently used coat to the Adult Digest Care Clinic for ZSFG's 2nd Annual One Warm Coat (see Daily Digest for more details)	Take a coffee break with your colleague	Attend or volunteer at the Annual Harley Davidson Toy Run 10am - 12pm Donate to the Holiday Toy Drive today! (see the Daily Digest for details)
11	12	13	14	15	16	17
Donate a blanket to your local shelter	Gratitude Recognition Invitational Take a walk with your colleagues	Caregiver Day special event for Trauma Services Virtual Holiday Cooking Demo 1:15 - 2:15pm ZOOM ID: 891 8157 3963	Wellbeing Wednesday Drop by - ZSFG Wellness Center for a surprise offering 10 am - 1pm Bring a meal for you and your colleague	Bake Christmas cookies for your coworkers	Help your neighbor put up their Christmas lights	Leave water and a snack for your delivery driver
18	19	20	21	22	23	24
Hanukkah Begins Help someone wrap gifts	Sweet Treat Monday! 9 am - 11am Drop by - ZSFG Wellness Center	Make coffee for your entire office	Wellbeing Wednesday Make an investment into your own health	Donate your old books to the local library	Volunteer to serve Christmas meals at your local community program	Christmas Eve Smile at everyone you encounter
25	26	27	28	29	30	31
Christmas Day Invite someone to Christmas dinner who would otherwise be spending the holiday alone	Kwanzaa Begins Volunteer or donate supplies to your local pet shelter	Water your colleagues' plants if they're on vacation	Wellbeing Wednesday Let someone merge ahead of you while driving to work	Leave a happy note for a stranger to find	Let someone go ahead of you in the cafeteria line	New Year's Eve Do something kind for yourself today

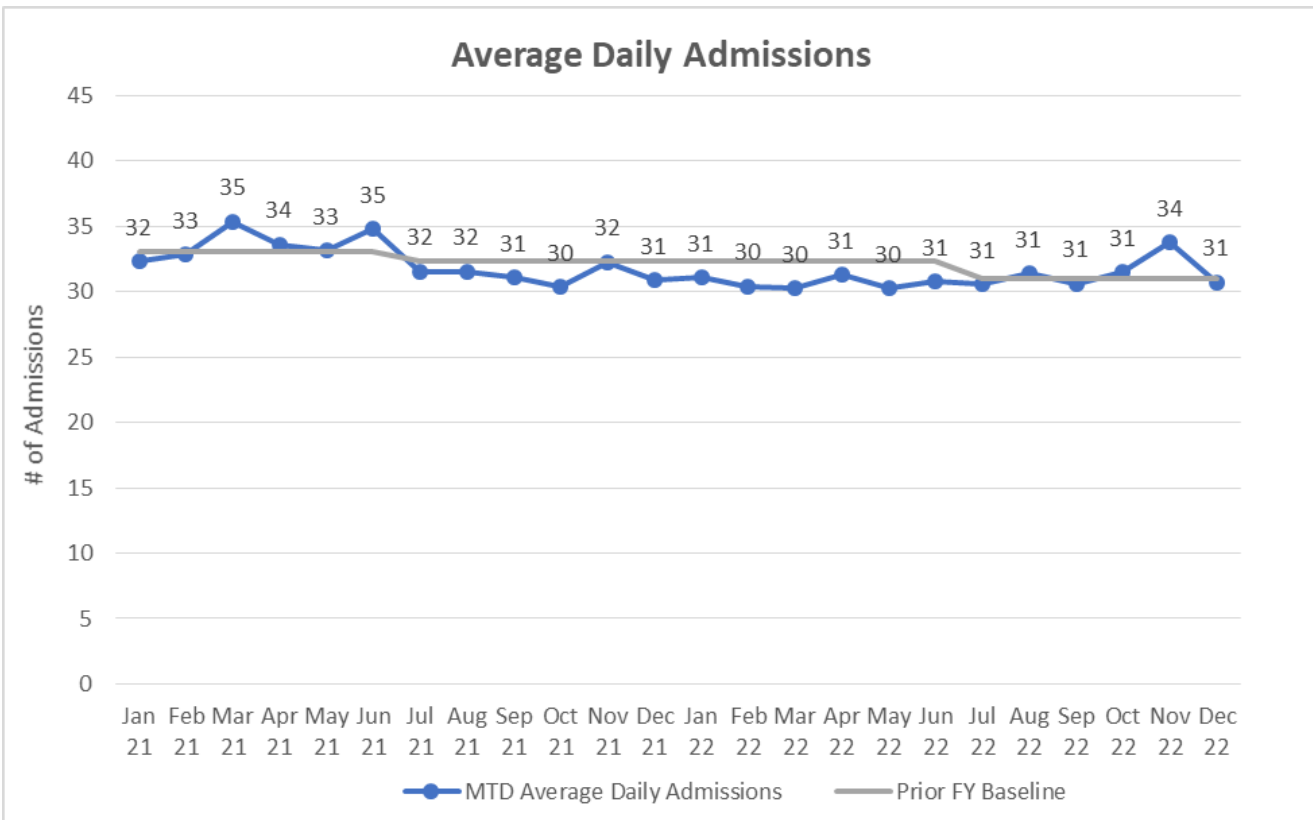
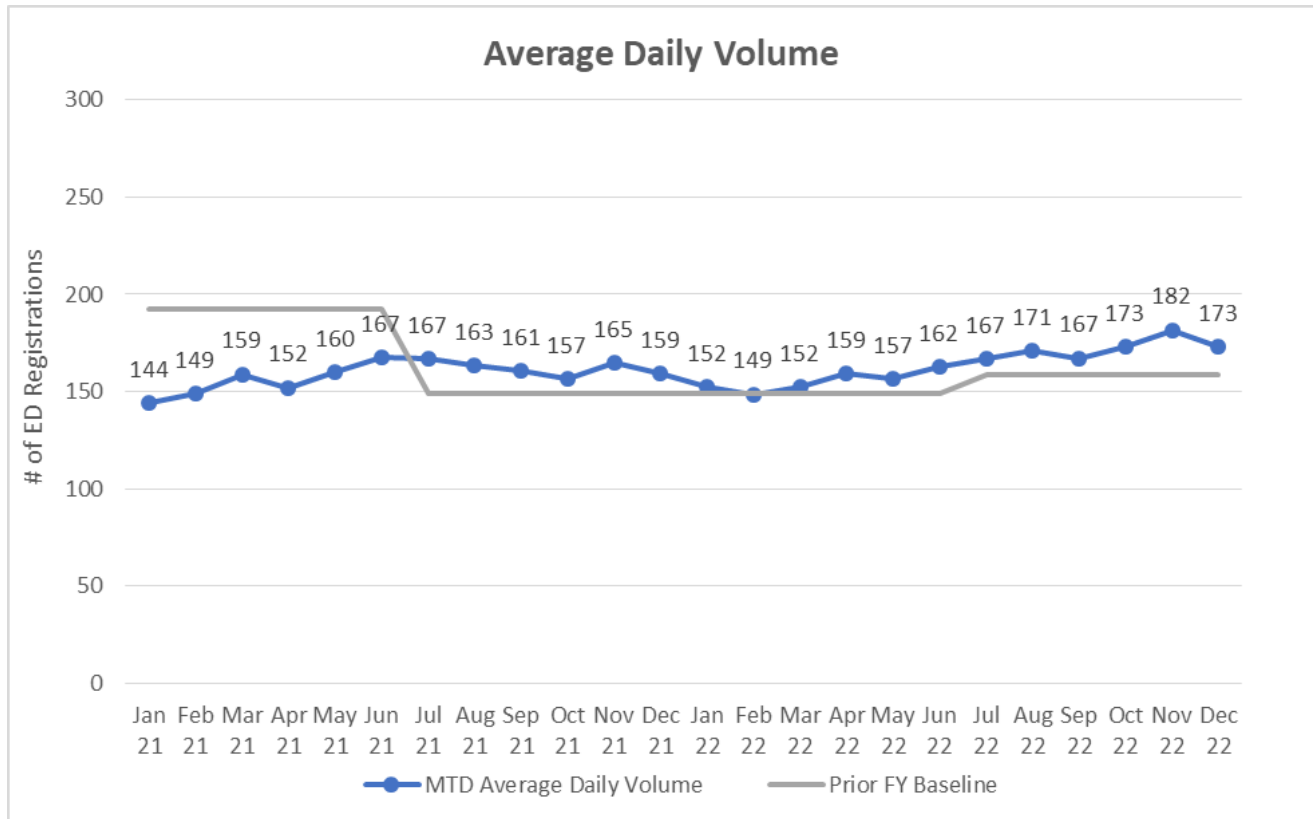
Finally, the Wellness Center hosted a Random Acts of Kindness campaign throughout the month of December (left). Every day throughout December, the Wellness Center provided different acts of kindness that staff could perform, such as picking up a piece of trash, donating a gift to someone in need, volunteering, and many more. They also hosted different events such as a wellbeing pop-up and treat giveaway. Many thanks to the Wellness Center for hosting another month of gratitude and celebrations.



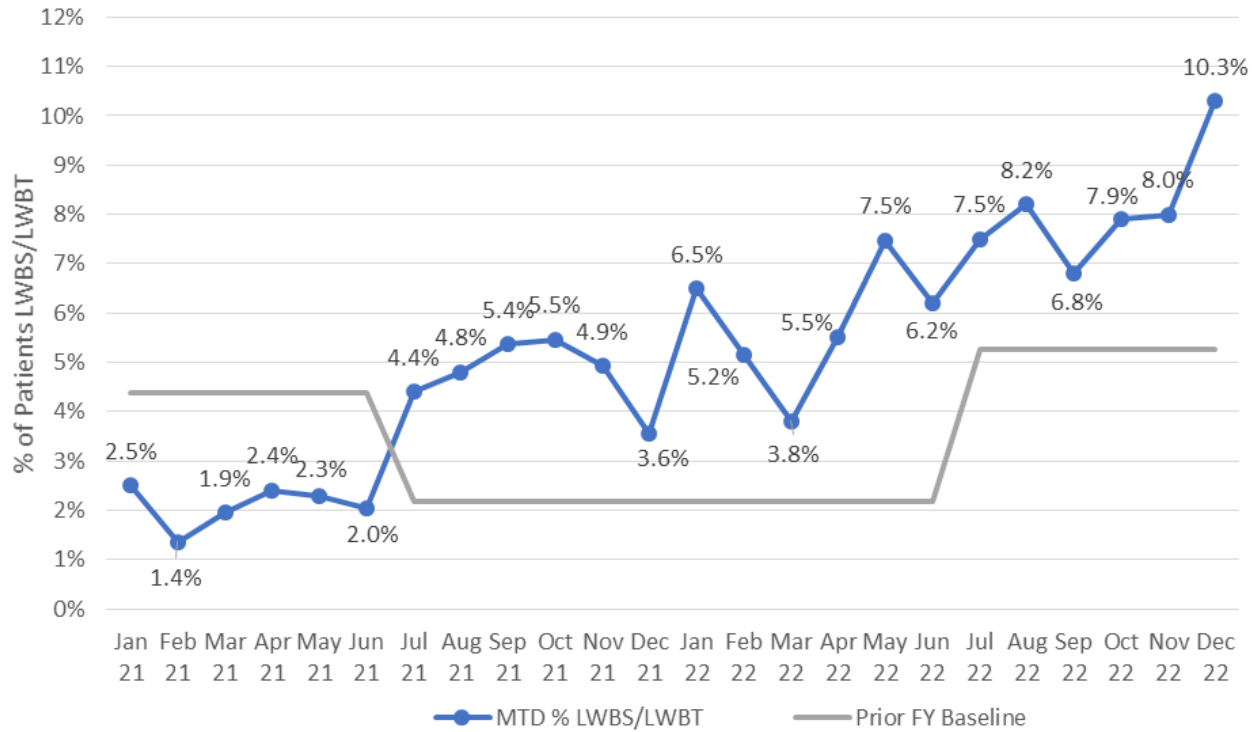
# QUALITY ZSFG COVID+ Patients



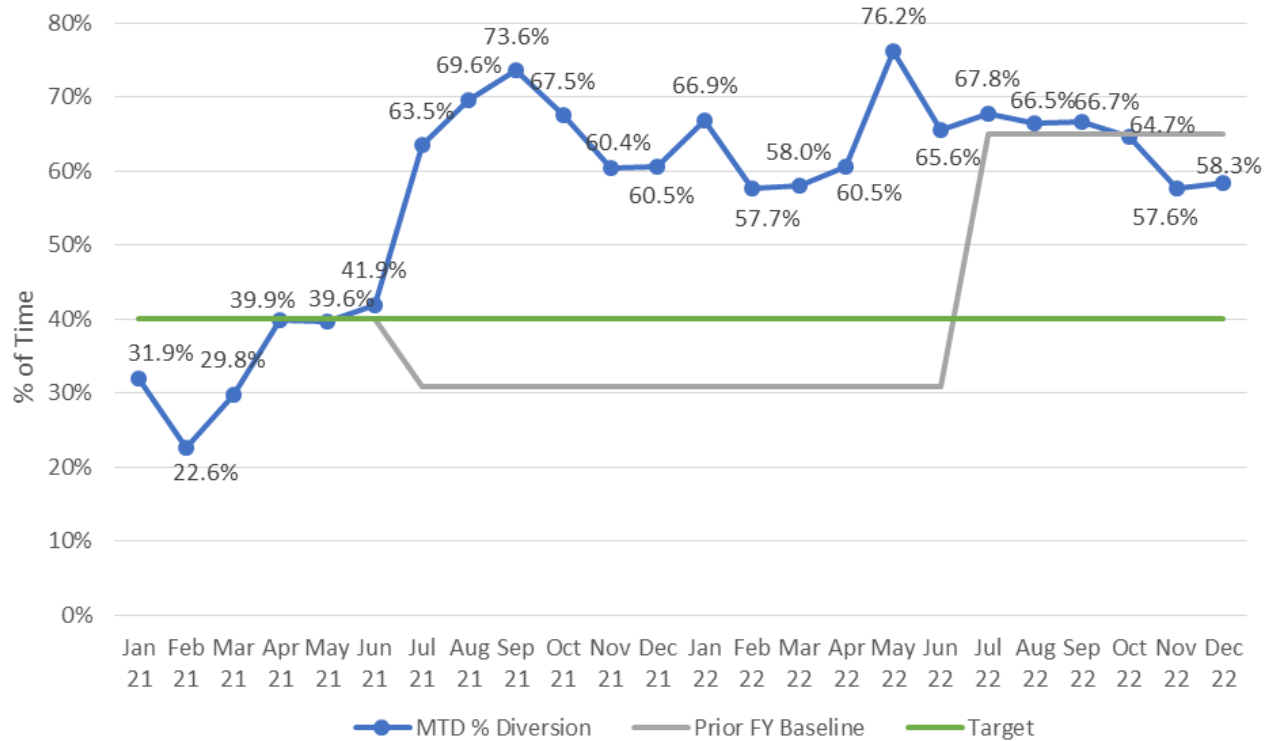
# QUALITY      Emergency Department Activities



### % LWBS/LWBT

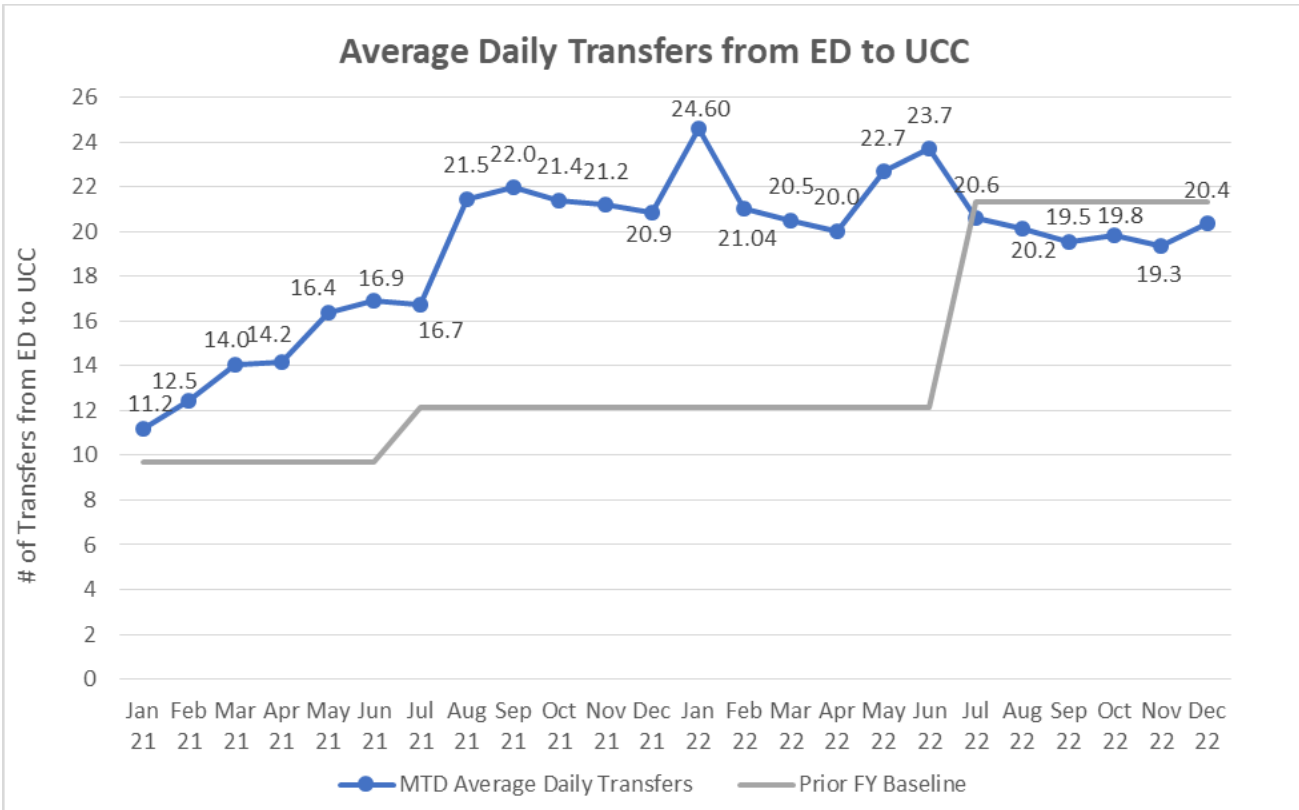
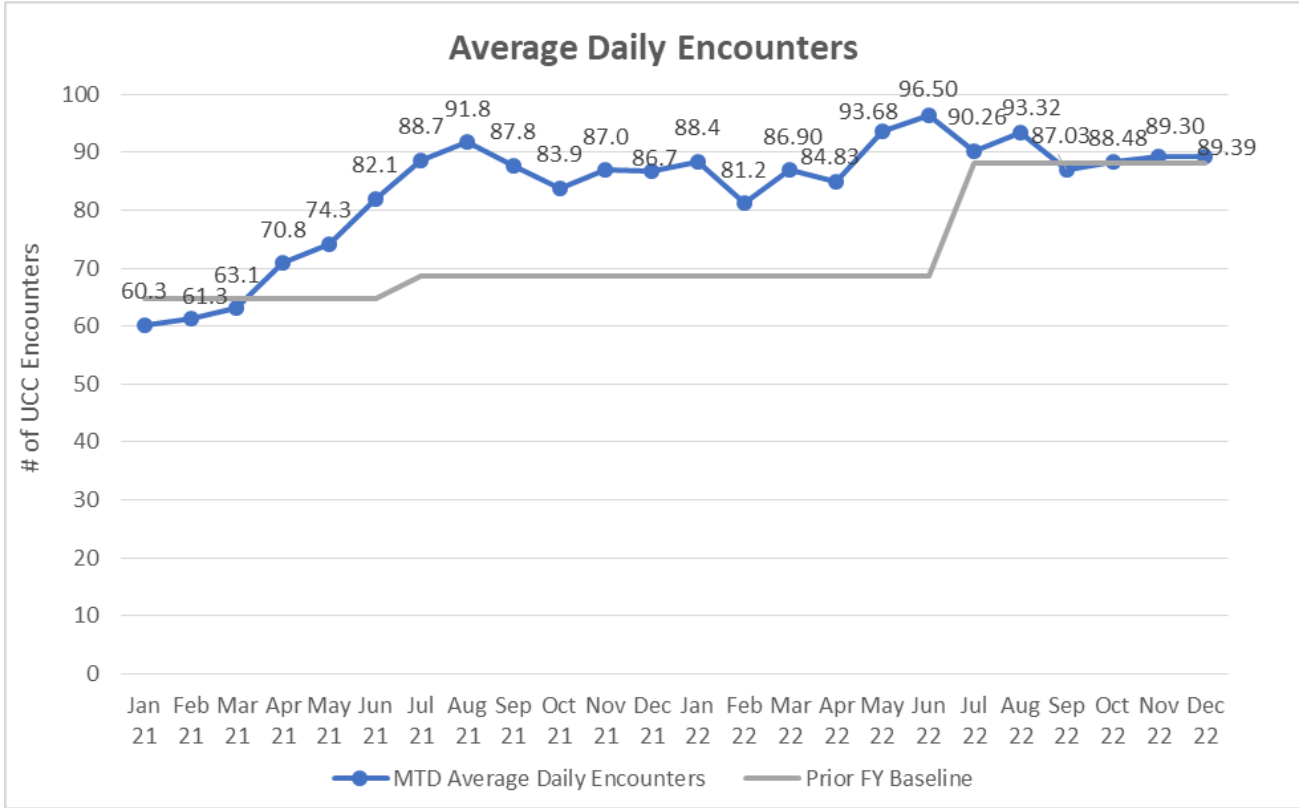


### % Diversion

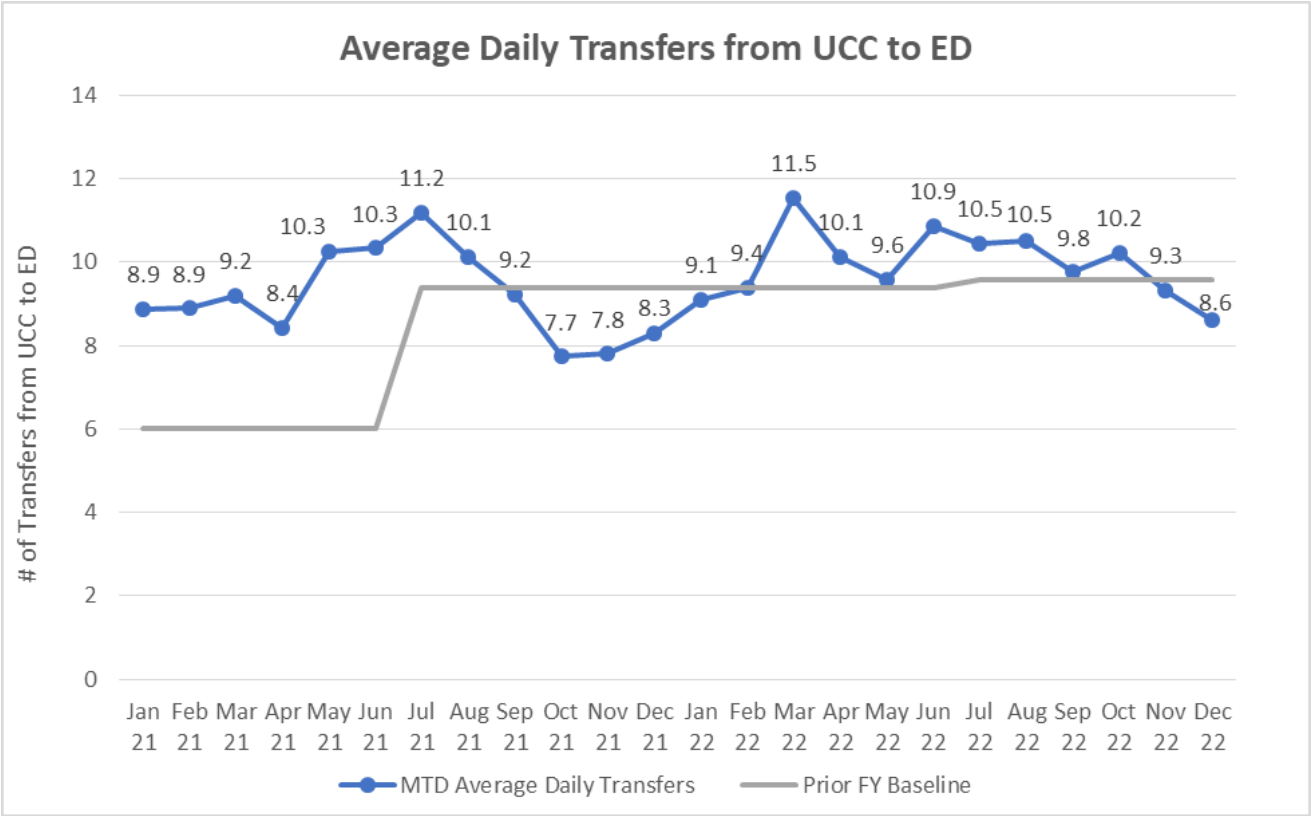


# QUALITY

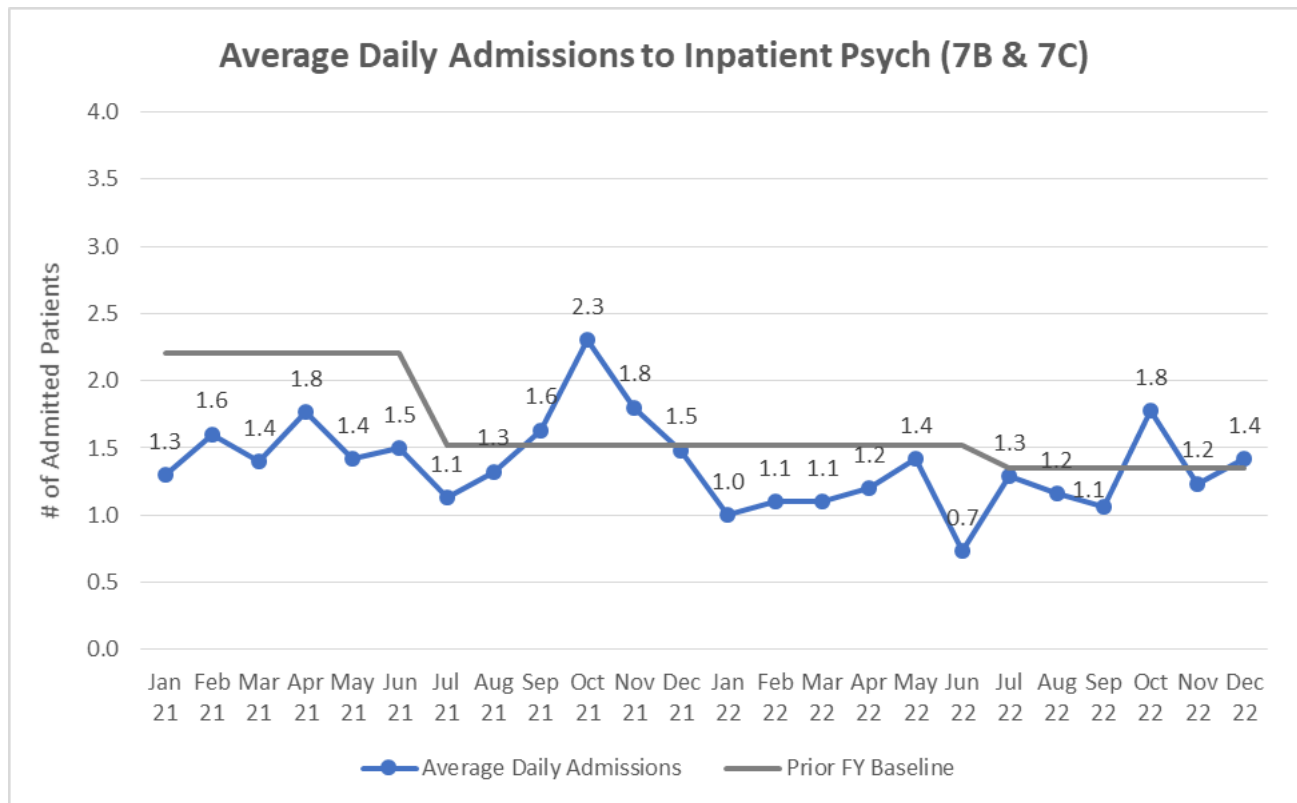
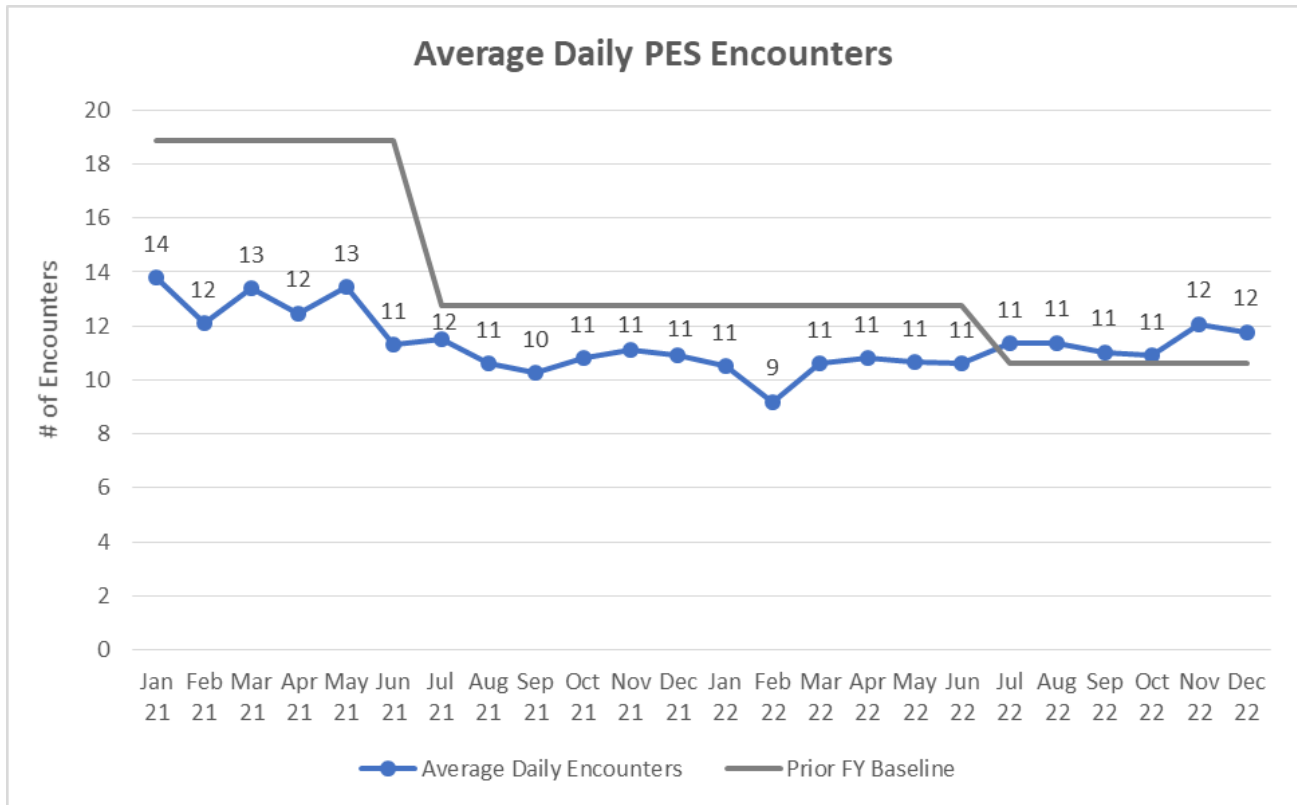
## Urgent Care Clinic Activities

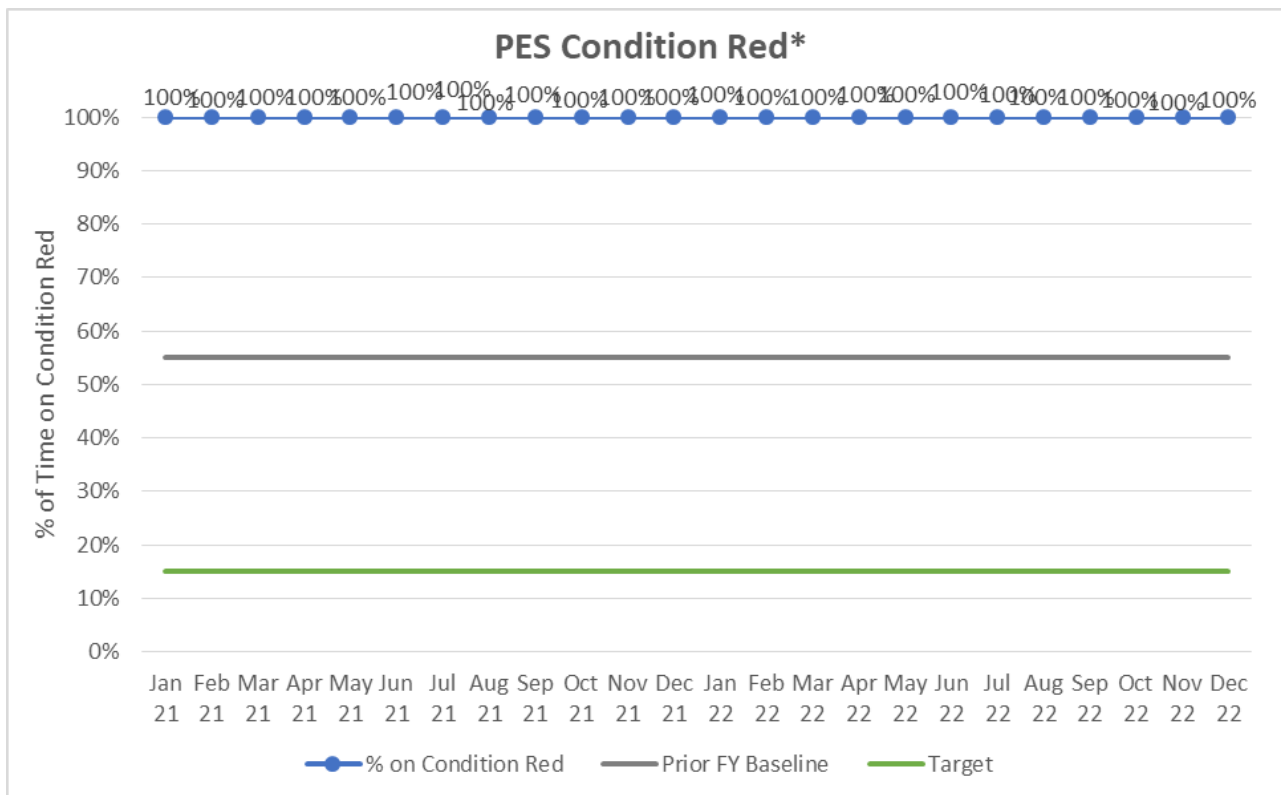
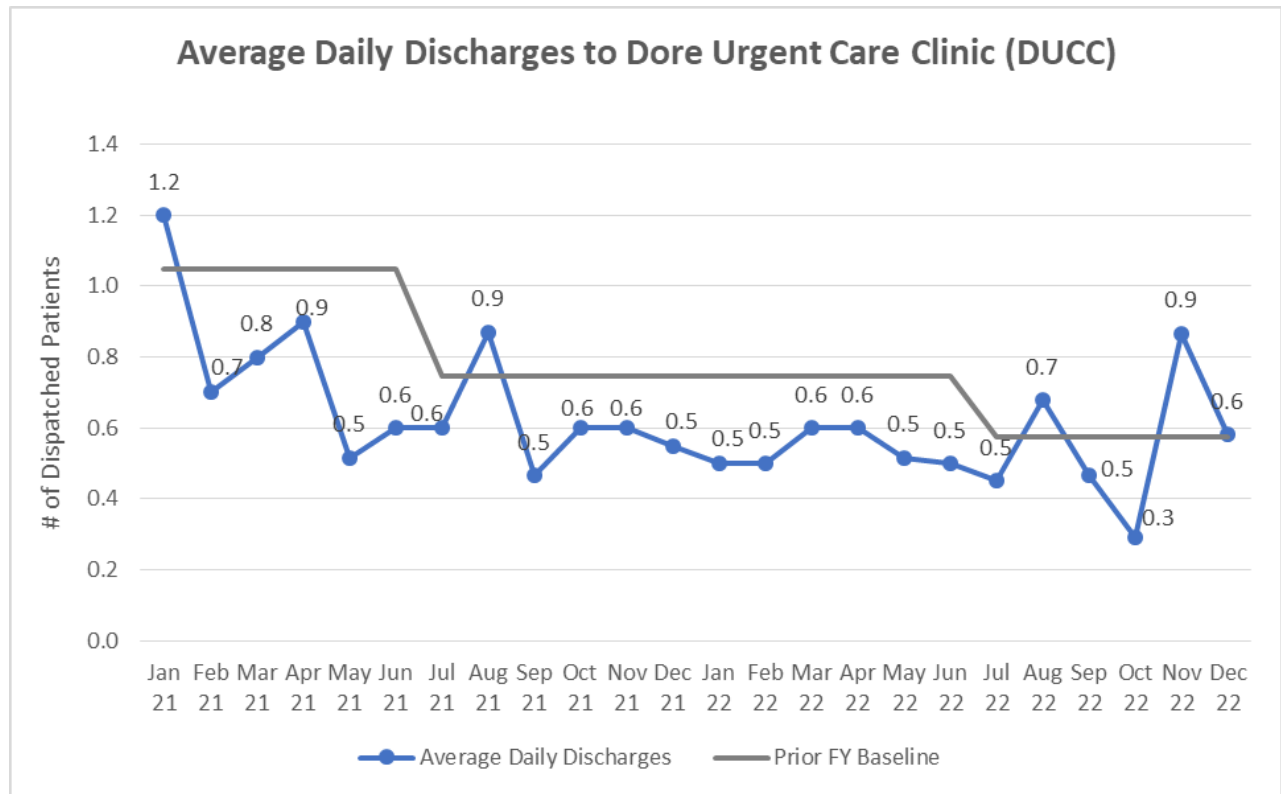






# QUALITY      Psychiatric Emergency Services Activities





**\*We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

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# QUALITY    Average Daily Census

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## **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 200.13 which is 128.29% of budgeted staffed beds and 111.80% of physical capacity. 32.59% of the Medical/Surgical days were lower level of care days: 9.07% administrative and 23.52% decertified/non-reimbursed days.

## **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 37.45 which is 133.76% of budgeted staffed beds and 64.57% of physical capacity of the hospital.

## **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 23.42 which is 78.06% of budgeted staffed beds and 55.76% of physical capacity of the hospital.

## **ACUTE PSYCHIATRY**

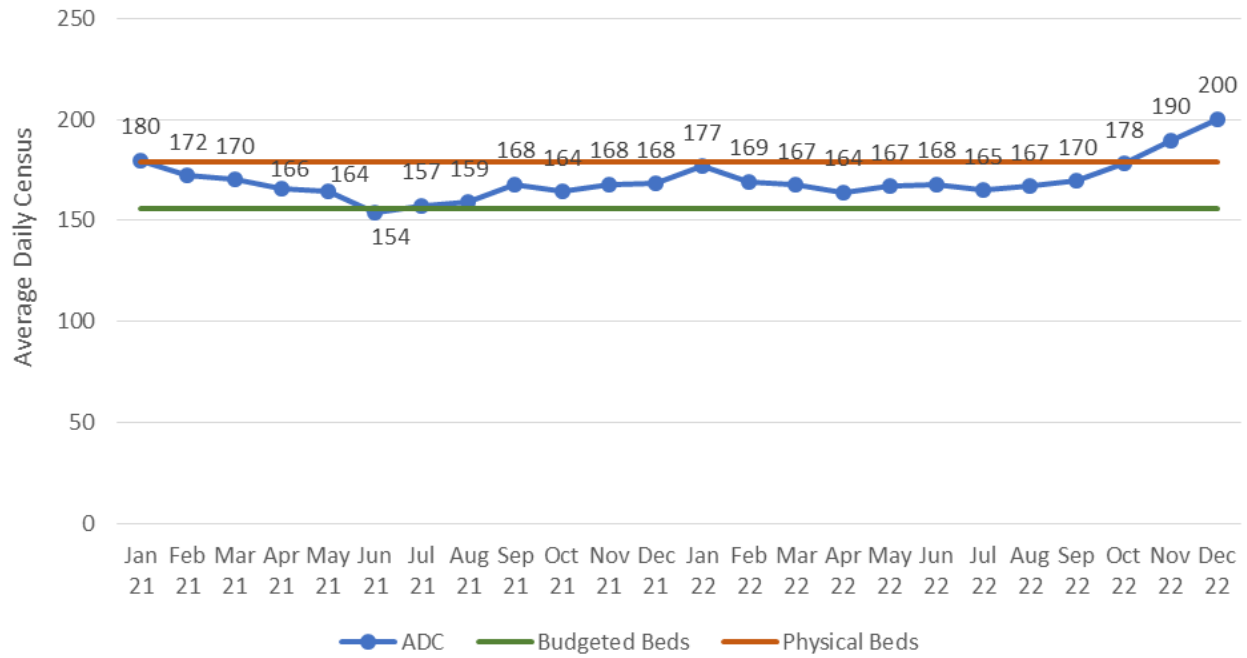
Average Daily Census for Psychiatry beds, excluding 7L, was 39.74, which is 90.32% of budgeted staffed beds and 59.32% of physical capacity (7B & 7C). Average Daily Census for 7L was 6.03, which is 86.18% of budgeted staffed beds (n=7) and 50.27% of physical capacity (n=12). Utilization Review data shows 78.57% non-acute days (31.74% administrative and 46.83% non-reimbursed).

## **4A SKILLED NURSING UNIT**

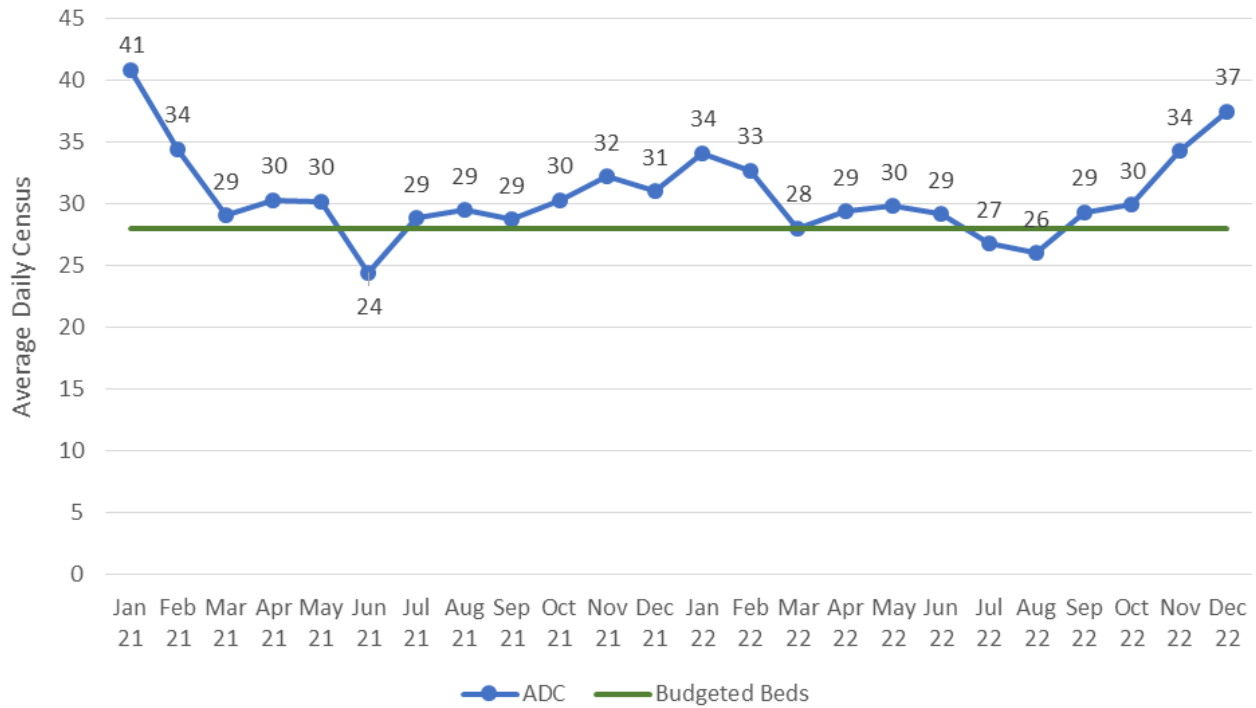
Average Daily Census for our skilled nursing unit was 29.52, which is 105.41% of our budgeted staffed beds and 98.39% of physical capacity.

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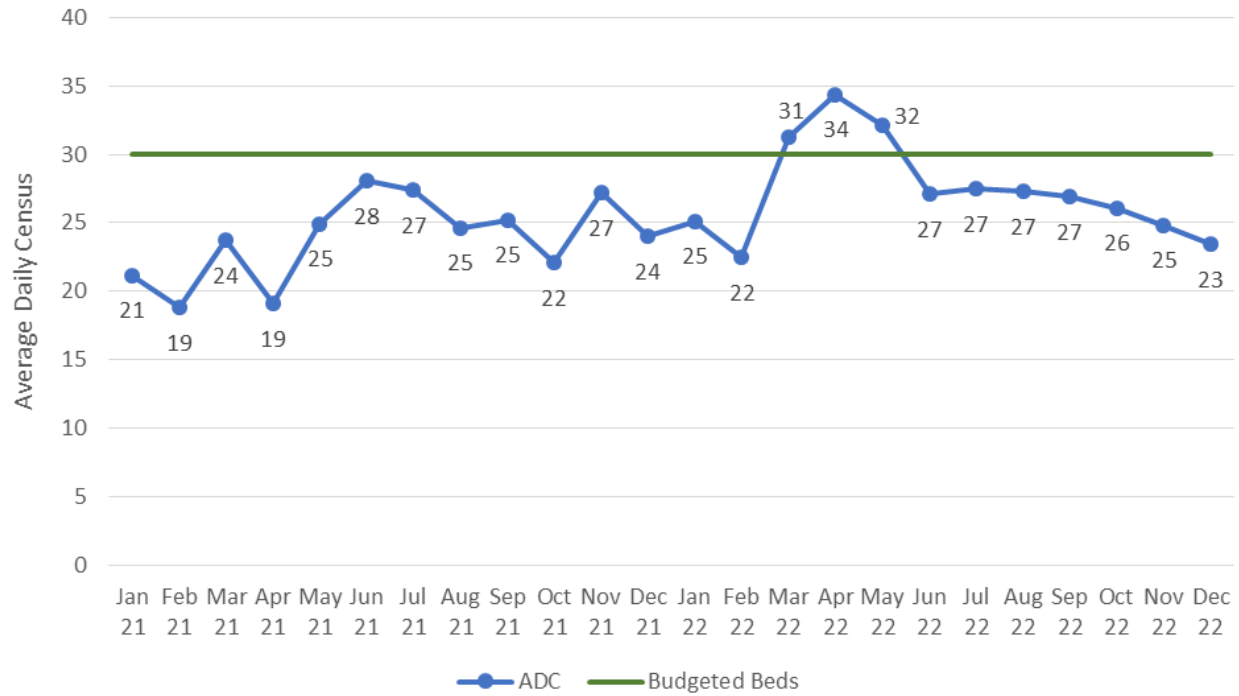
### Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



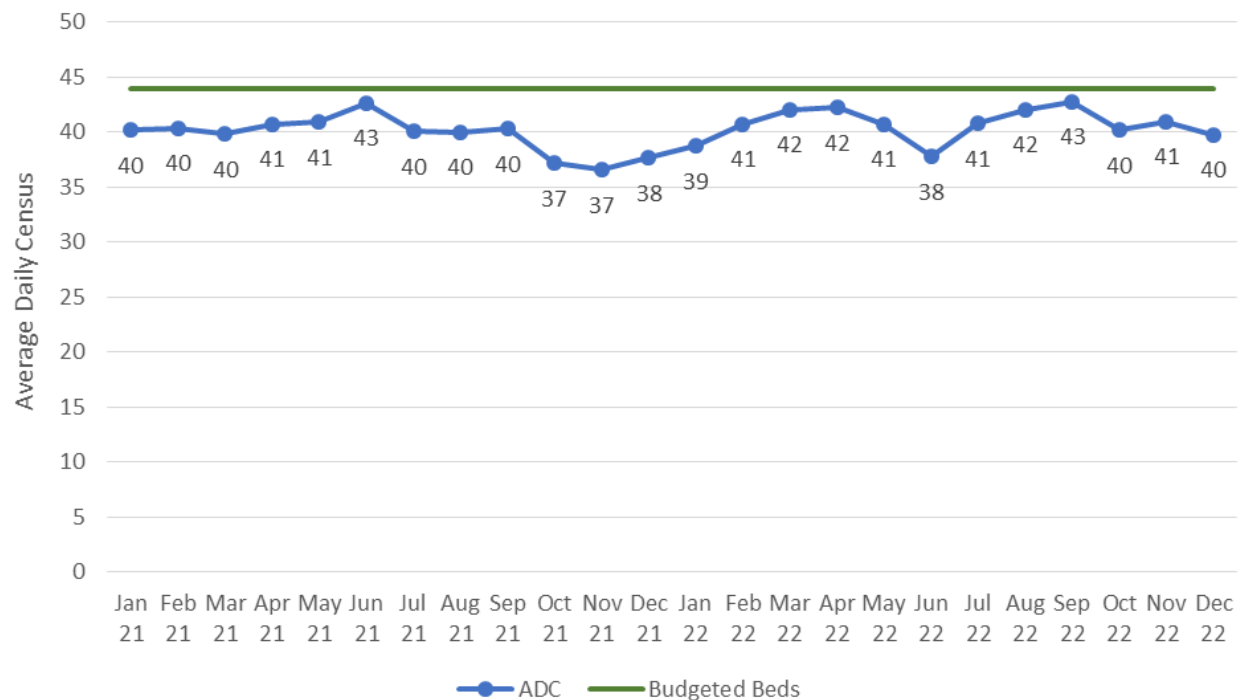
### Intensive Care Unit Average Daily Census



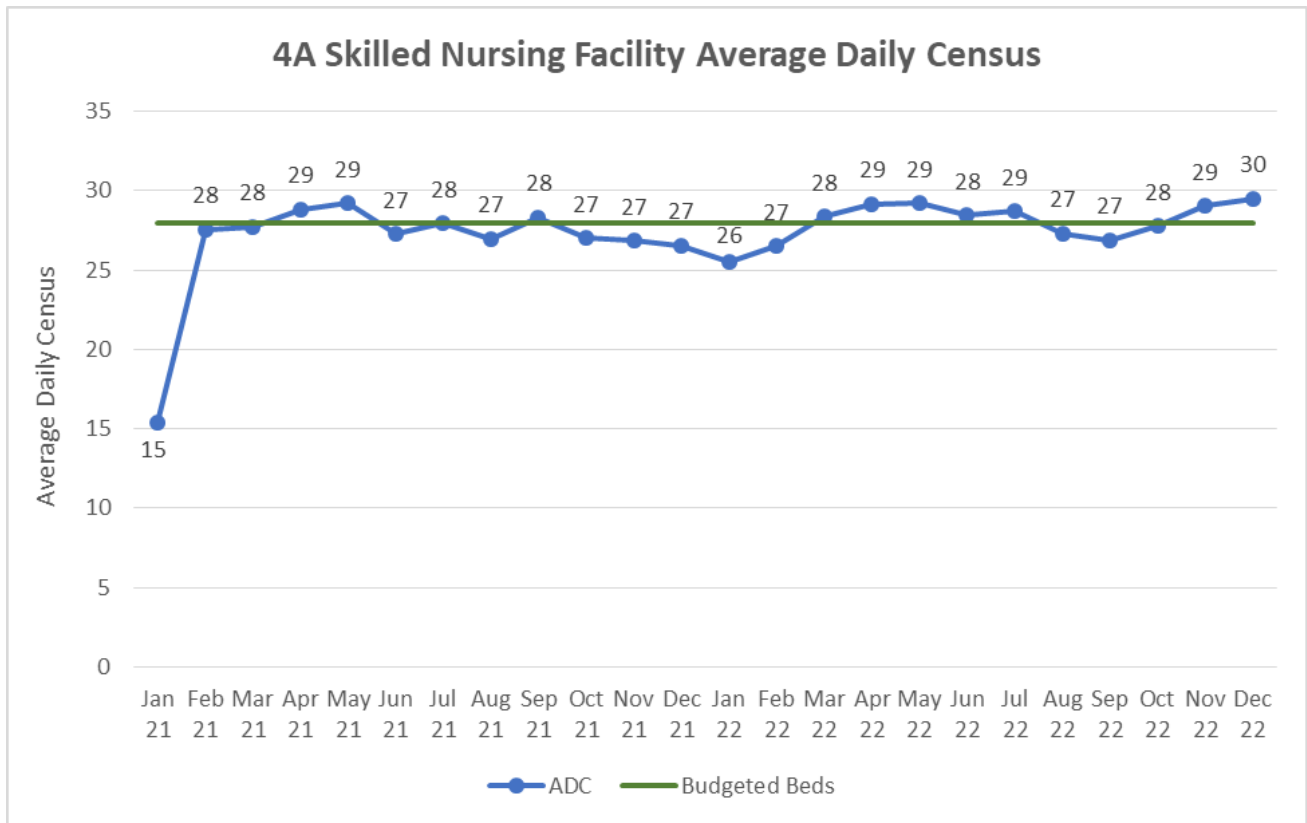
### Maternal Child Health Average Daily Census



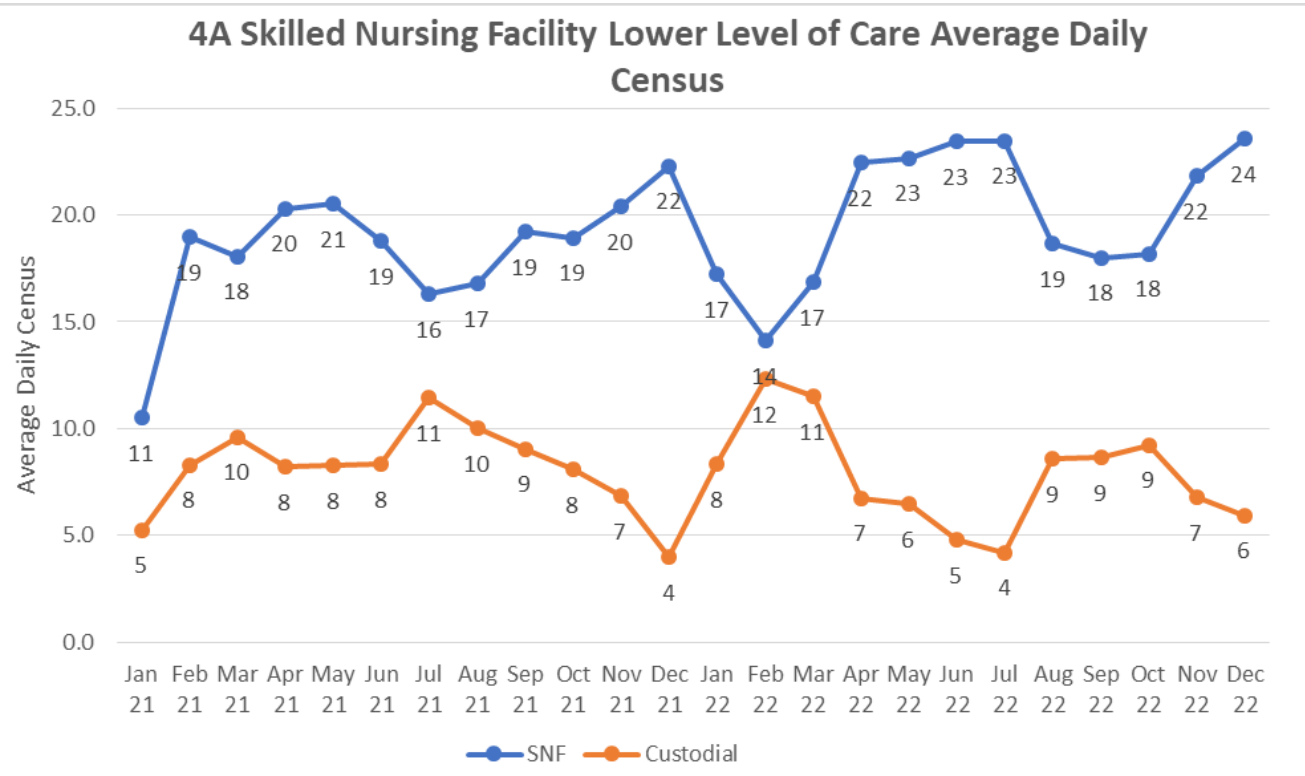
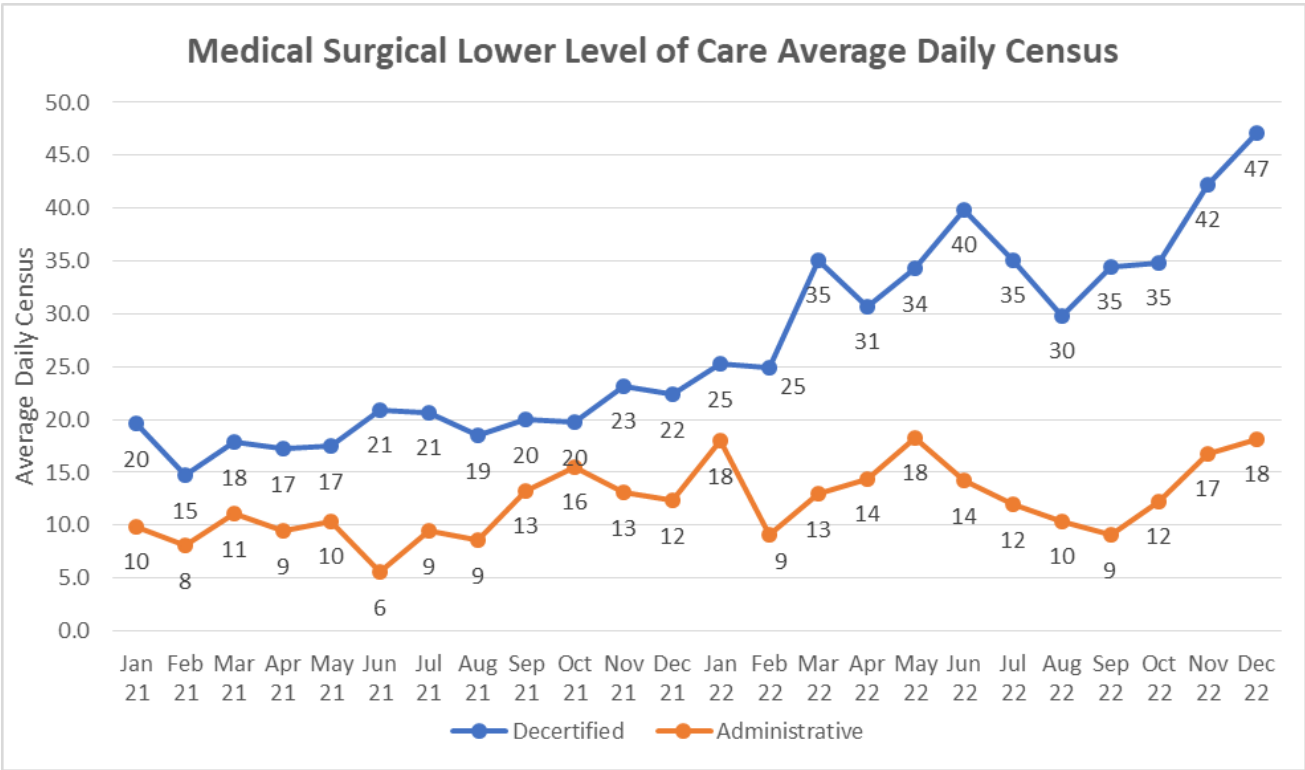
### Acute Psychiatry (7B & 7C) Average Daily Census

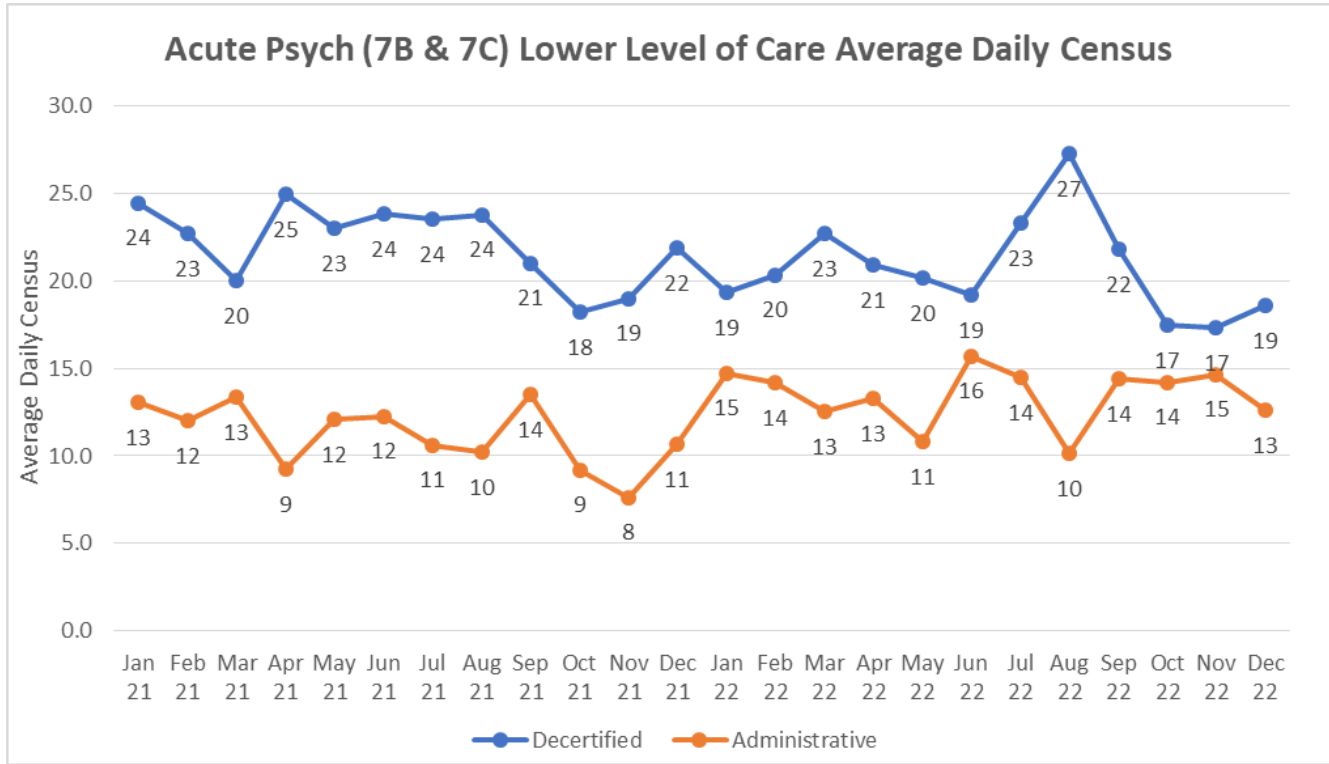






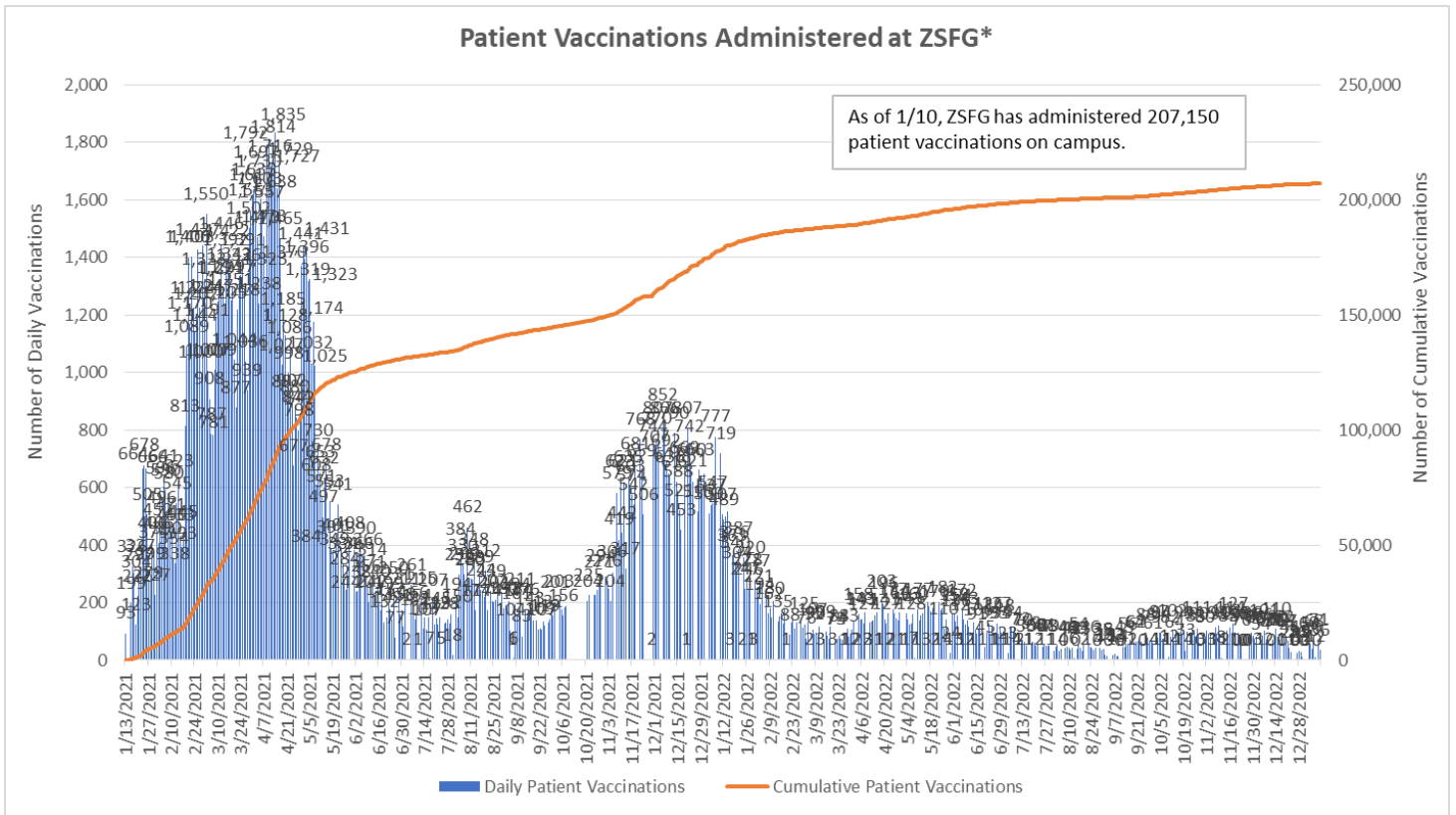
# QUALITY      Lower Level of Care Average Daily Census



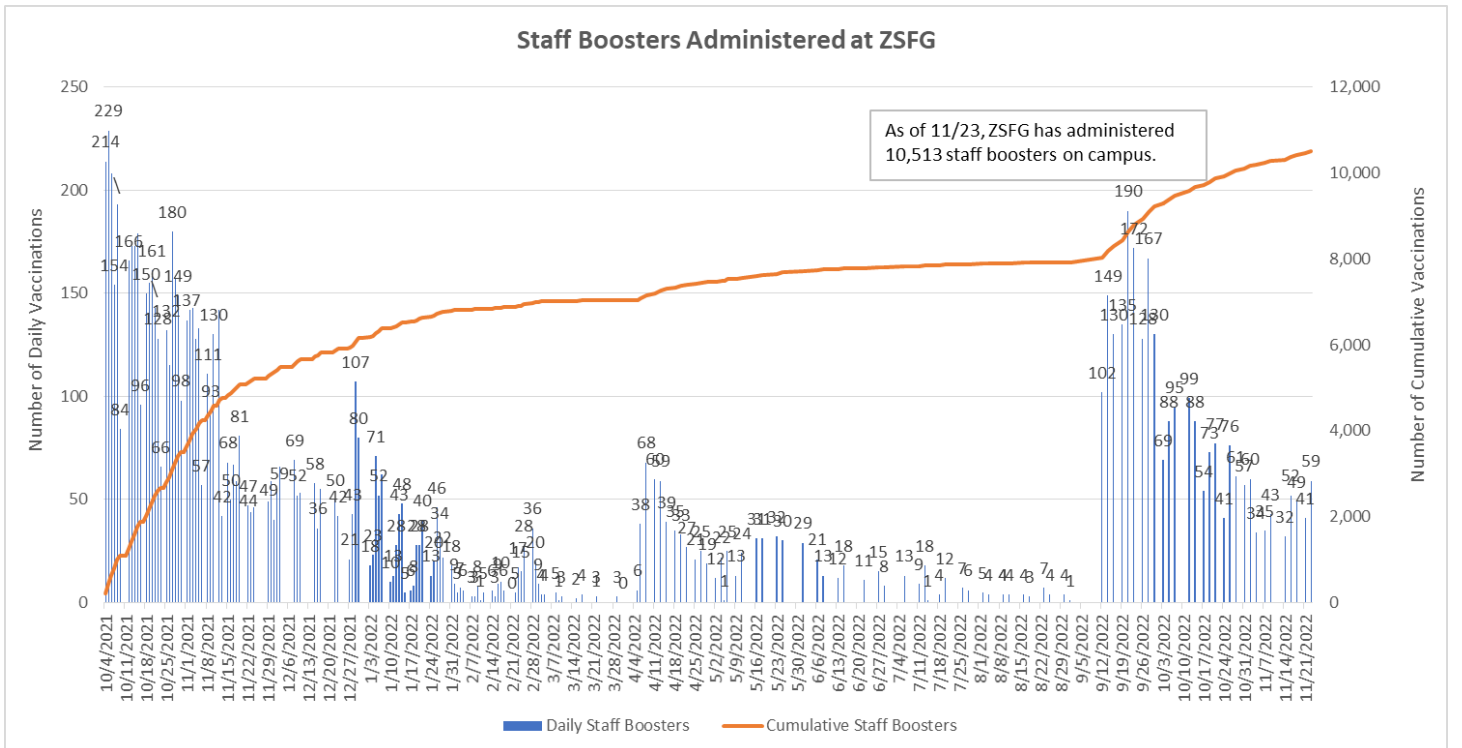


# SAFETY

## COVID-19 Vaccinations Administered at ZSFG



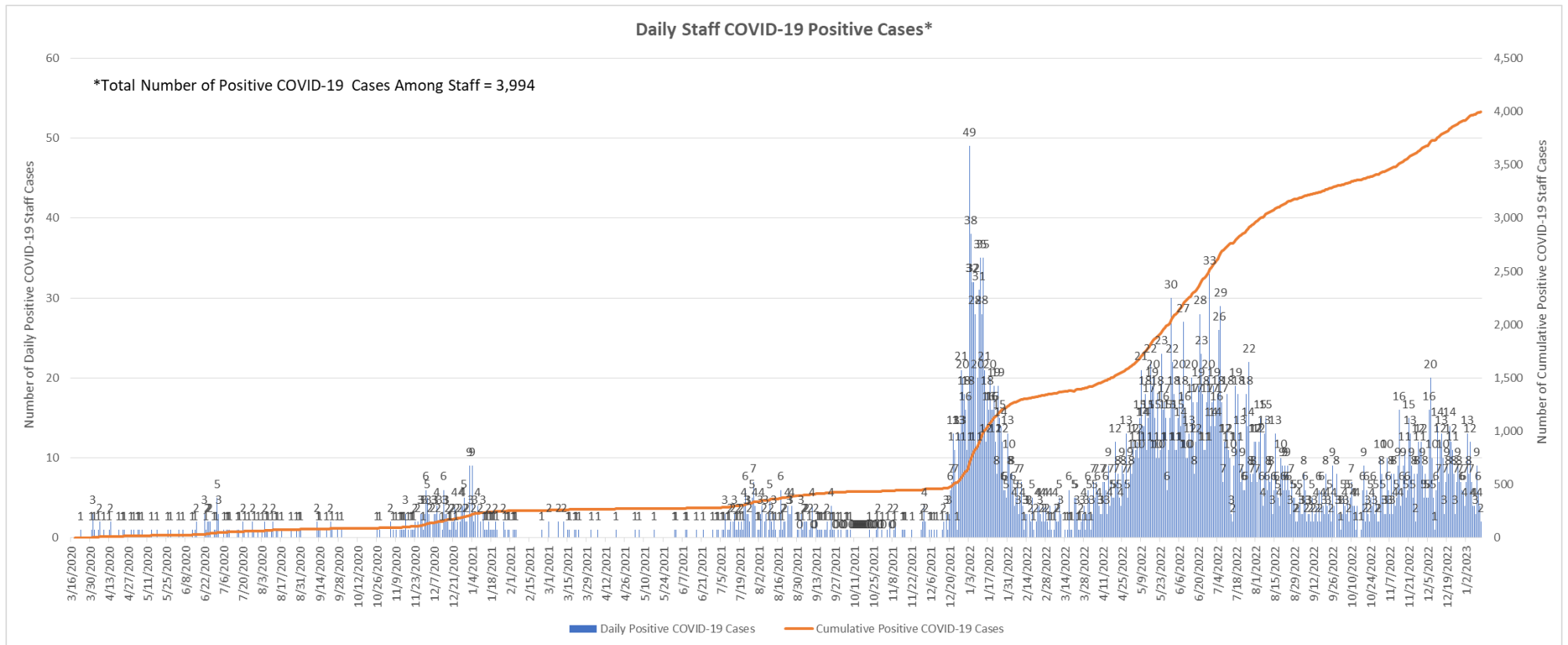
\*Includes network-wide patients and members of the community.



# SAFETY

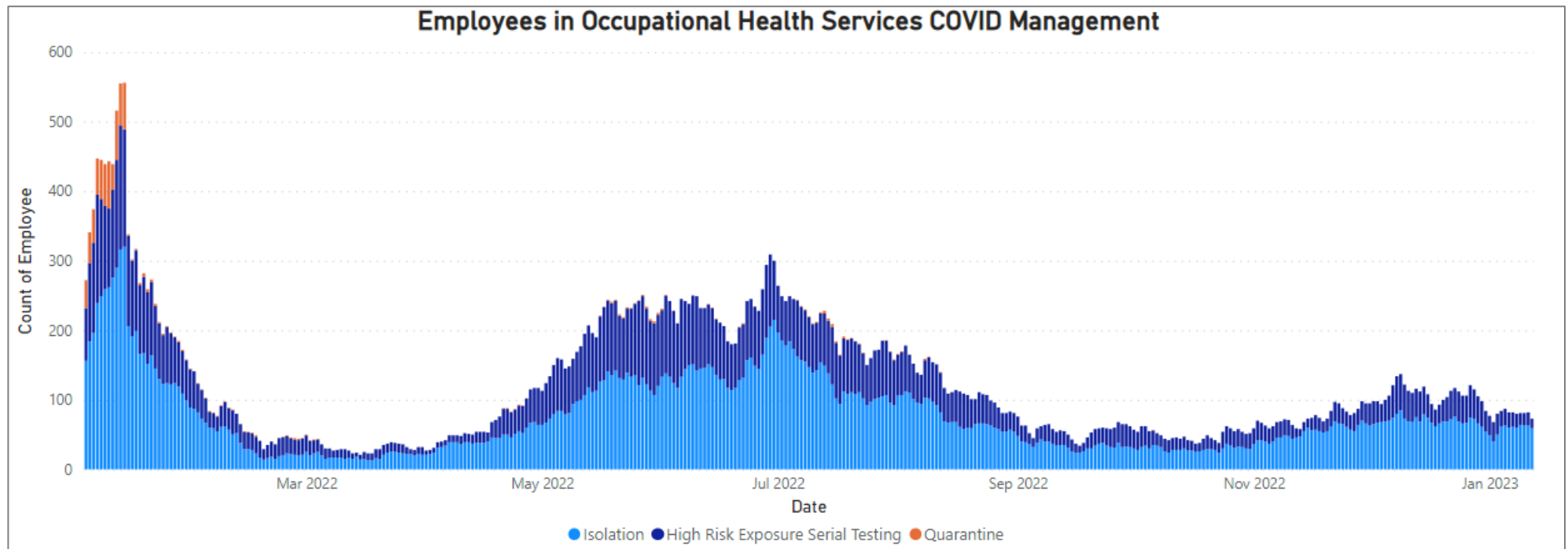
## Occupational Health COVID+ Staff Cases

As of January 13, 2023, 3,994 ZSFG employees have tested positive for COVID-19.



# SAFETY

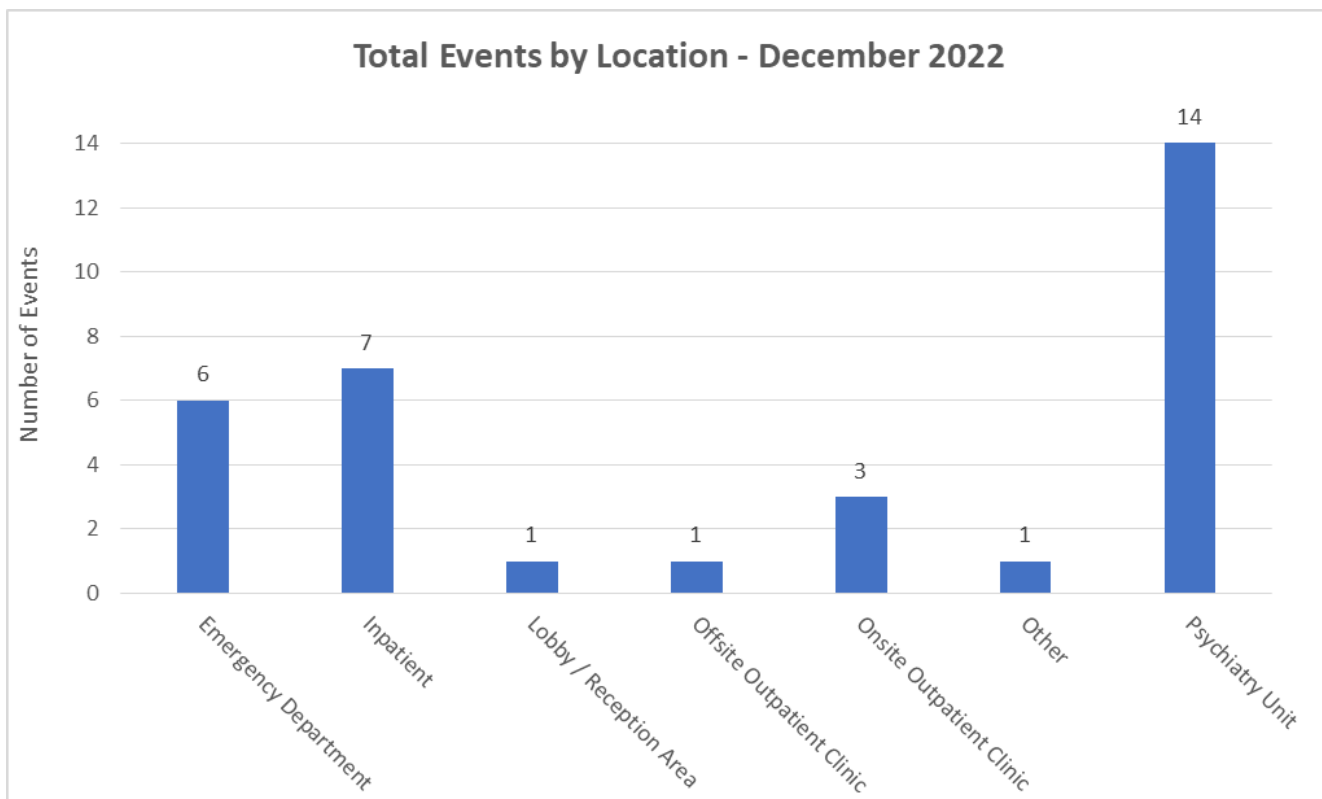
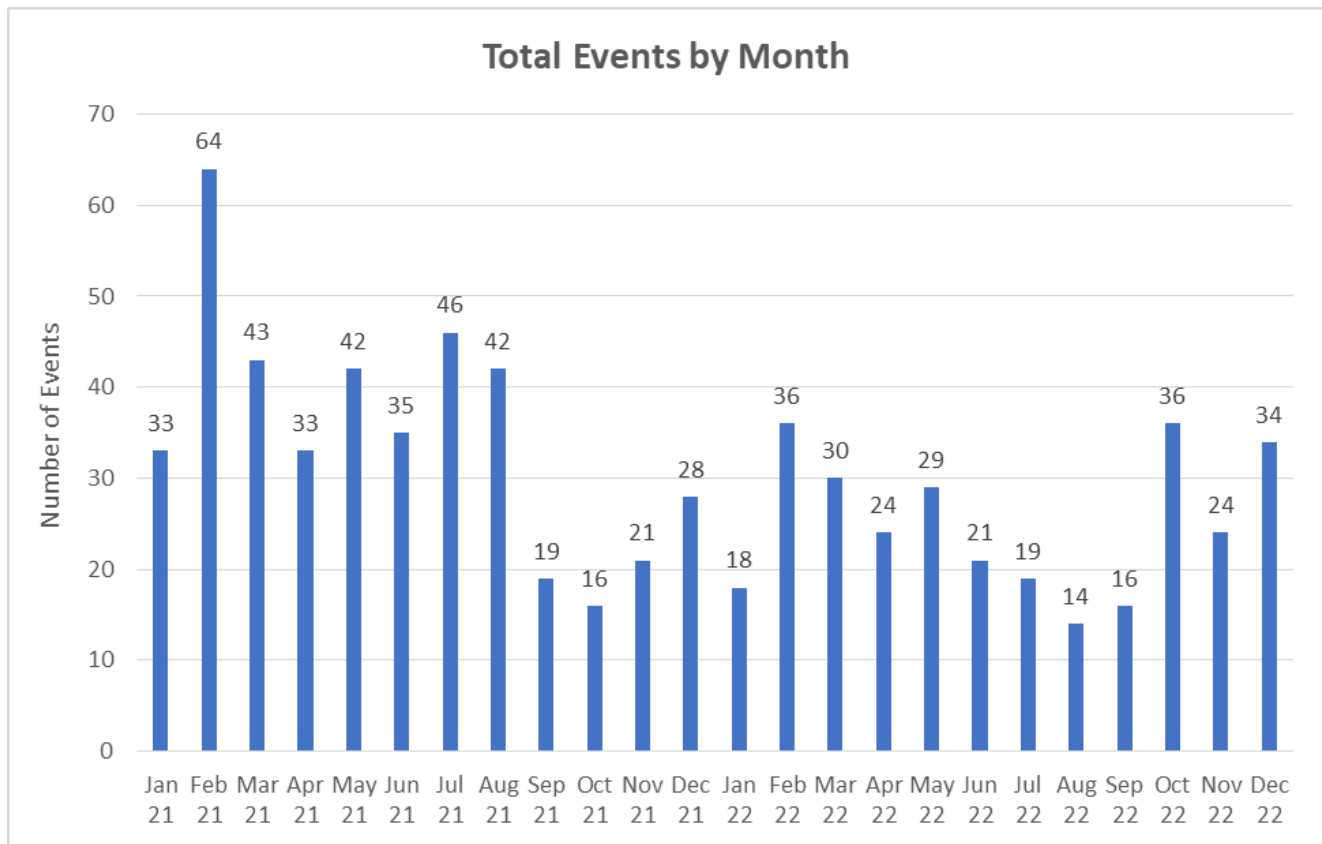
## Occupational Health COVID-19 Staff Management





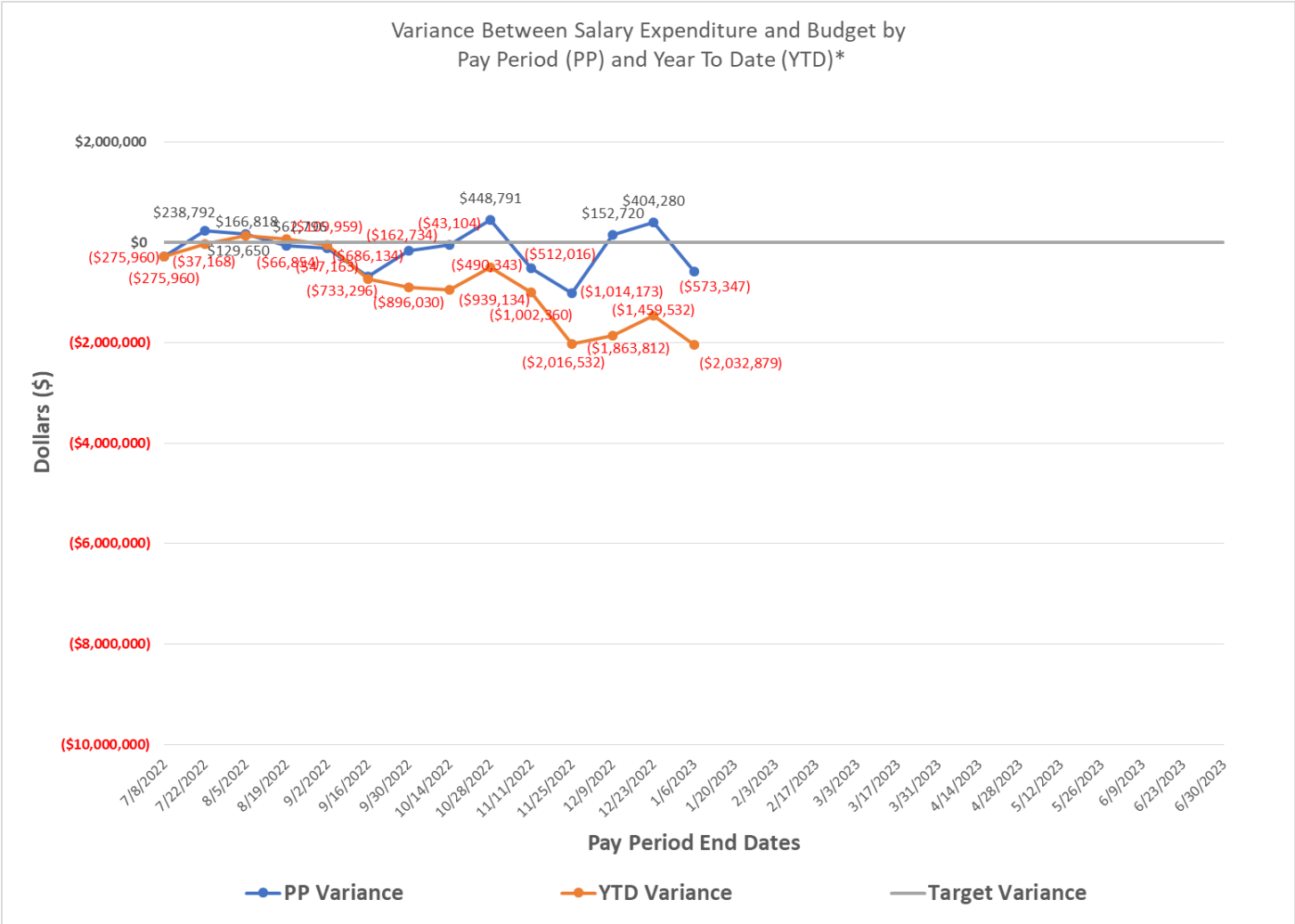
# SAFETY

## Workplace Violence Activity



FINANCIAL STEWARDSHIP

Salary Variance



\*Please note that COVID-19 costs are now a part of ZSFG operations and budget.